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Get Better

15 Proven Practices to Build Effective Relationships at Work

THE SUMMARY IN BRIEF

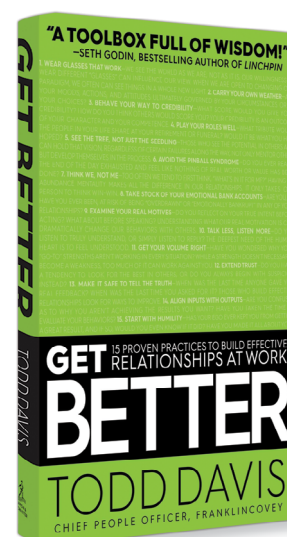
Get Better is a practical guide for anyone looking to create a competitive advantage for any size and type of organization by building effective relationships from the performance improvement experts at FranklinCovey.

In *Get Better*, FranklinCovey's Chief People Officer, Todd Davis, explains that while an organization's greatest assets are its people, it's the relationships between those people that truly become the organization's ultimate competitive advantage.

Ideal for professional people at all levels of business, government and education from the front-line supervisor to the president and CEO, Davis describes the most common relationship pitfalls that negatively affect personal careers and organizational results. Davis identifies 15 proven practices that influential people at any level of an organization use to improve the quality of interactions with others and master the skills of effective relationships.

IN THIS SUMMARY, YOU WILL LEARN:

- How to change personal paradigms and behaviors to improve yourself and your relationships.
- How improving relationships will make you and your business more effective.
- Which practices and behaviors are key to enacting meaningful change.
- Foundational leadership traits that will help you achieve balance, avoid distractions and build stronger, more effective relationships in your work life and beyond.



by Todd Davis

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THE COMPLETE SUMMARY: GET BETTER

by Todd Davis

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Introduction

At both the individual and organizational levels, relationships matter; nearly everything gets better when we focus on strengthening them. Effective relationships yield effective results. Nothing of significance happens without a focus on improving our interactions with one another.

There are numerous practices that affect relationships, but these 15 have the most significant impact. ●

Practice 1:

Wear Glasses That Work

We view not only ourselves but those around us through a set of lenses; and like any lens, they either sharpen or distort reality. Simply choosing how we see ourselves and others has a cascading effect on what we think, feel and do. This concept is a foundational principle for making significant changes in our lives.

We do a great disservice to ourselves when we wear the limiting lenses that are so often a part of human nature. But the good news is that changing one's glasses is a choice, and we all have the power to do so.

Take a moment to evaluate the glasses you're currently wearing and if you should exchange them for ones that work better. List the reasons you think a relationship is not working. Underline which reasons are facts — things about which most people would agree. Any remaining items are likely opinions or paradigms you have about the person that may be incomplete. ●

Practice 2:

Carry Your Own Weather

When we allow darkening clouds to dictate our mood, it's easy to feel like a victim and surrender to the belief

that we're helplessly subject to the external world. And when others are the source of our dismay and helplessness, it's easy to cast blame and adopt a victim mindset and language.

At the foundation of carrying your own weather is the ability to pause between stimulus and response. The earliest humans learned "fight or flight" as a way of reacting to life-threatening situations. Our stresses now come in different, less life-threatening forms. Yet, external stimuli naturally cause us to react quickly and sometimes inappropriately.

Fortunately, we have more than just the reactive part of our brain to work with. As human beings, we share the unique trait of self-awareness — the ability to see and evaluate our own thoughts. It gives us the capability to pause, step back and see ourselves along with the paradigms we adopt and use. In effect, it gives us the freedom to proactively choose our response.

Carrying one's weather can express itself in many ways: from the simple choice to keep a pleasant or professional disposition to not allowing the events around us to spin the needle of our moral compass. But at the heart of it is always a choice, and that power can never be surrendered unless we allow it. ●

Practice 3:

Behave Your Way to Credibility

There are three important elements to behaving with credibility.

Demonstrate character and competence.

Without a high degree of character and competence, credibility can't flourish. Character isn't built on being infallible but by behaving in a way that proves to others you can be trusted even when no one is looking. Many people think strong character can make up for lack of



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competence, but you can lose credibility if you allow your competence to wane.

Take the long-term view. Credibility isn't earned overnight. Taking the long-term view means you are willing to pay the price to earn it — regardless of the time and effort involved. When it comes to building credibility, there's no escaping time. Transitory actions may build confidence in others, but trust only comes from seeing the consistency of such actions over time. If we don't take the long-term view, our credibility will suffer.

Adapt to the situation at hand. Building credibility often means adapting to new situations and people. The behaviors you've honed in one job context may undermine your credibility in a new role. This ability to observe and reorient oneself is often referred to as situational awareness.

Once you've damaged your reputation and credibility with someone, the way back can be difficult, and it certainly won't happen overnight. When it comes to relationships, people are not easily replaced. If you've damaged or lost credibility with someone, or if you need to build additional character and competence, begin the process of behaving your way back to credibility today. ●

Practice 4:

Play Your Roles Well

To get better at playing your roles well, you need to first identify them, then determine the real contribution you want to make in each one. When you consider the roles you currently play at work and at home, pay attention to how many you take on. Unfortunately, we wildly overestimate our ability to effectively focus on several things at once. The only thing that comes from working on too many roles at the same time is mediocrity.

It's not about spending equal time in each role (most people will spend more hours at work each week than they will on a hobby or an important relationship), but it is about regularly keeping your most important roles top of mind and ensuring you have an overall balance in the long run. Realize that some roles stay with you for a lifetime (parent, partner, friend), and others may change over time (jobs, communities, volunteer positions, and so on). Quite often, our long-term roles turn out to be where we experience the most character and relationship growth.

When the roles we play slip out of congruence with who we are, then it's worth making a change. The number-one regret from those at the end of their lives is, "I wish I'd had the courage to live a life true to myself, not the life others expected of me."

On one end of the continuum is focusing on too many roles at once. On the other end is becoming too myopic — excelling in one role at the expense of others. It might be tempting to believe that work is always cast as the bad guy when it comes to prioritizing our roles. However, you absolutely can be contributing, engaged, and highly productive in your career as well as exceptional in your personal roles. It's a matter of prioritization. In the end, you have to sacrifice somewhere, and being mindful of balance is key. ●

Practice 5:

See the Tree, Not Just the Seedling

When we look at a person's potential — whether it's a co-worker, direct report, friend, partner or child — it requires us to see past the "seed" and envision the mighty tree it can become. Seeing potential in others is a paradigm that recognizes growth as an organic principle. It doesn't happen overnight; it's a function of growth over time.

Seeing potential in others isn't just about *hoping* people will succeed. It's believing they have unlimited talents and abilities and opportunities for growth. It's also understanding that the road to success is paved with failures — that growing is an ongoing process that may take a lifetime. When we take the long-term view, we see that failure can be a moment of instruction and reflection and can serve to increase the likelihood of success. Seeing potential isn't about continually correcting performance or focusing on all the risks and mistakes that stand in the way of someone's potential. It may feel like we're being helpful by focusing on the negative to keep others from taking a spill, but we're not. ●

Practice 6:

Avoid the Pinball Syndrome

When you give in to the allure of the urgent over the important, you fall prey to the pinball syndrome. Think of a pinball machine as a metaphor for all the urgent things that demand our attention throughout the day. And while we may not feel like we're playing a game, per se, when accomplishing such tasks, we might feel attracted to (or even seduced by) the rapid pace and focus that's required to get them done. Add a small endorphin rush as we check off the next item on our to-do list, and it's easy to see how the urgent can feel gratifying, even addictive at times. The challenge is that some of the urgencies might also be important, but the allure of the game gives everything equal weight. As a result, we can end up spending time and energy on the less important.

The nature of the pinball syndrome is to confuse urgency with importance. And because organizations often reward urgent behaviors (because by their very nature

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they're easy to recognize), work can provide a powerful incentive to pull the plunger back and play round after round. Of course, urgencies will come up that require our attention. Many things are both urgent and important. Avoiding the pinball syndrome doesn't mean we should step away from the game altogether, but rather that we differentiate between when we must play and when we choose to play. Resisting the allure of the game isn't easy. It requires that we delay gratification and take the long-term view. ●

Practice 7:

Think We, Not Me

There are three levels of maturity: dependence, independence and interdependence. Dependence comes with the mindset of "you." *You* are responsible for me, for my feelings and circumstances. It's *your* job to take care of me. Dependence represents the lowest level of personal maturity, where we can consign our happiness to others or adopt a victim mentality when things go wrong.

However, when we take on a new role or skill, there is a period of time during which it's expected that we'll be dependent on others to teach us as we learn that new skill.

Independence, the next level of maturity, comes with the mindset of "I." Independence sounds like, "I am the one who can do this," "I am responsible," and "I will decide what's best." When we think and act at this level, we move our focus from the people around us to our own strengths and capabilities. For many of us, we think independence is the pinnacle of maturity.

While independence is certainly more mature than dependence, there's something even more satisfying and transformational that happens when independent people choose to work together.

With interdependence, we adopt the mindset of "we." When we think and act interdependently, we make a choice to combine our talents and capabilities with those of others, creating something even greater as a result. Interdependence sounds like, "Together *we* can do it," "Together *we* can collaborate," and "Together *we* can figure this out."

Those who consistently model interdependence balance courage and consideration when working with others. In this context, *courage* is the willingness and ability to speak our thoughts respectfully, and *consideration* is our willingness and ability to seek and listen to others' thoughts and feelings with respect. While it's challenging to maintain a perfect balance of both in every situation, the real thing to look for is that you're not dramatically weighted toward one side or the other.

While great ideas and high courage can be critical to doing a job well, without consideration and respect, the only team you will find yourself on is a team of one. On the other hand,

with high consideration but no courage, you may be well liked but will ultimately feel disrespected. ●

Practice 8:

Take Stock of Your Emotional Bank Accounts

Most of us pay a good deal of attention to our financial bank accounts. The idea is fairly straightforward: we deposit funds in order to build up a reservoir from which our various future expenses are withdrawn. When it comes to our relationships, we engage in similar kinds of transactions, either making deposits or withdrawals in an *Emotional Bank Account (EBA)*. When the balance is high, so is the resulting level of trust. When the balance is low, relationships suffer. The goal of the EBA is to only make deposits and build trust with others. Keep in mind, it's usually the relationships we take for granted — the ones on autopilot — that are most in need of consistent and deliberate attention.

High trust, good will and full engagement are the ultimate outcome of the EBA. When you have a high EBA balance with someone, you feel safe with and energized by them. Every relationship we have has an associated balance in our respective EBAs.

The six best practices for building a strong EBA balance are:

- **Never build up deposits just to withdraw from them when it's useful.** Using the EBA as a means to an end may damage relationships beyond repair. Striving for a high balance in an EBA is a principle to live by, not a scorecard.
- **Know the other person's currency.** We all have individual forms of emotional currency we're willing to accept. What amounts to a deposit for one person can be meaningless or even a withdrawal for another.
- **Communicate your own currency.** Admittedly, it can be hard sometimes to uncover which currency matters most to people. We can help by simply communicating the currency we prefer.
- **Avoid counterfeit deposits.** Don't withhold compliments when they're due, but overdone flattery will never yield EBA deposits. There's a difference between a quid pro quo strategy and making an authentic deposit.
- **Make small, consistent deposits over time.** If you feel the satisfaction that comes from making deposits in the EBAs of others, you'll make more and more until it becomes a pattern of living for you. This stockpile of good can be invaluable when we go through the inevitable trials life presents.
- **Right wrongs.** Sincere apologies make deposits in the EBAs of others. It is the first step in righting

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wrongs, but if mishandled or delayed, it can cause even greater withdrawals. ●

Practice 9:

Examine Your Real Motives

Motives are the underlying reasons for the actions you take and the words you say. A healthy motive is any motive that uplifts the human condition in ourselves and others. An unhealthy motive is any motive that degrades the human condition in ourselves and others.

If we're not careful, our motives can end up being unhealthy: driven by fear, anger or sadness in one moment and in the next by an unfulfilled need for acceptance, power or safety. Too often we go on autopilot, allowing our motives to flow out of our daily routines without checking our underlying assumptions or questioning our choices. But if we examine our motives on a regular basis, we can begin to understand the difference between a motive driven by insecurity or other unmet needs and a motive that aligns with our deepest values and develops the type of character that contributes to effective relationships.

Use the 5 Whys. The 5 Whys approach is simple: ask "why" five times to get to the root cause of a problem.

This technique gets to our root intentions or our driving motives in any situation. While it can take less (or more) than five introspective "whys" to get to our motives, because those motives may be buried under years of habit and have been running on autopilot, it often takes asking why more than once. At first, the answers to the 5 Whys might feel obvious. But if you approach the exercise honestly and with humility, thinking through it will help you understand your true motive.

The intention of questioning your motives isn't to make you feel guilty about your motives or to shame you for attempting to fill your unmet needs. It is, however, intended to help you become more aware of any unhealthy motives so that you can choose to redirect them toward healthier, more abundant motives. When you recognize that your motives are driven by something other than to *uplift the human condition* in ourselves and others, be patient with the part of you that's trying to get what it needs. However, also recognize that another part of you can choose a different motive.

Choose abundance. Many of us are conditioned to believe that there's a finite amount of everything, that there's only so much reward, credit, recognition, benefits or even love. And because of that, the more *you* get means there's less for *me*. This belief creates a scarcity mindset,

which produces an underlying motive of fear. With a fearful worldview, it's difficult to shift the focus off of ourselves and take the needs of others into consideration.

Instead of dwelling on what you don't have, begin to focus on what you do have. Take time to appreciate or express gratitude for what is there rather than complain about what isn't. Look for ways to share your abundance with others.

An abundance mindset is the primary foundation for establishing ongoing healthy motives. As you build this authentic, sincere and positive outlook, it will be a key contributor in positively influencing the people around you.

Declare intent. Intent is another word for motive. Declaring your motives, or intent, is one of the core behaviors that builds trust. While we judge ourselves largely on our intentions, others judge us by our behavior. Only you know your real motive. However, sometimes if we don't communicate it early on, we end up putting others in the position of assuming or guessing. You can easily put others at ease (and avoid a lot of misunderstanding) by declaring your intent as often and as soon as you can. ●

Practice 10:

Talk Less, Listen More

Our propensity to talk more than we listen can get us into real trouble. In the rush to solve problems and get things done, there's a natural tendency for all of us to simply *tell*. And when we take it upon ourselves to do all the talking, we almost always pay a price.

The downside of talking more and listening less. Each time we feel misunderstood (not truly heard) by someone important to us, we can feel disrespected and hurt. We may even experience an unintentional breach of trust, as if an essential part of the relationship bond had been chipped away.

The upside of talking less and listening more. One of the most profound gifts you can give another human being is your sincere understanding. To do so requires clearing away your mental clutter, suspending (at least temporarily) your agenda and stopping long enough to focus and hear what someone is really saying. Being truly present provides a safe environment in which people can learn to listen to themselves, assess their own behavior, diagnose their own problems and come up with their own solutions.

Many of these reasons why we don't talk less and listen more can be summed up in a practice called *autobiographical listening*, in which we filter what others say through our own stories and experiences. When we do this, we draw

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conclusions based on what *we* might do or feel in the same situation. Or worse, because we might be uncomfortable with the situation, we prescribe a solution that makes us feel better. We're often afraid that if we listen too closely, we may be influenced and not get our way. While it's natural to do so, jumping to conclusions or replying too soon with advice can make people feel like we are judging or evaluating them — certainly not listening to them.

When you engage in autobiographical listening, you end up deciding prematurely what people mean before they finish talking, which can create huge communication divides and make people dig in their heels even more, investing in their own point of view and being less open to looking at other alternatives.

Talking less and listening more is not the same as agreeing with people. You may ultimately disagree with what a person is saying or feeling, but while you're listening, you're not imposing your views on the person. You're not trying to figure out how to get him or her to see it your way. Instead, you're suspending your opinions long enough to really step into that individual's world and try to understand it from his or her point of view. This approach sounds simple, but it's one of the most difficult mindsets to master, especially if you're diametrically opposed to that person's point of view or emotionally involved. It takes an incredibly mature person to master this skill.

There are appropriate times to talk *more* and listen *less*. Often, it's necessary to give advice and provide clear answers and direction to get the job done. But there are times when it's also vital to do the opposite. When a person is highly emotional, when the Emotional Bank Account balance is low or you're not sure you fully understand, you'll almost always benefit from talking less. ●

Practice 11:

Get Your Volume Right

Utilizing and nurturing our unique bundle of strengths is a fundamental part of who we are. Whether as talents we were born with or skills we developed over time, our strengths are often our go-to way for getting things done. They've become so ingrained in our behavior, we often don't think about how we're using them or the impact they're having on others.

Imagine that using your strengths is like a musician performing on stage. For the music to have the intended effect, it requires the right volume as well as the right venue.

We grow accustomed to using our go-to strengths at a certain level. Then, without even realizing it, we often rely

on those strengths even more. We turn the knob bit by bit and, unknowingly, make it less likely that we'll achieve the results we really want. And worst of all, we run the risk of damaging relationships along the way.

No one dials up the volume of their strengths with the intention of a bad outcome. Yet, it happens. If the volume of our strengths is set too high, turning it down can often make our strengths more effective. This approach may seem counterintuitive. We're used to mantras, such as bear down, work harder and push through it! And while those all have their place, there's wisdom in knowing when to lighten up, take a step back, or just say no.

In keeping with the analogy of deploying your strengths like a musician on a stage, we should also consider the venue in which we're performing; that is, sometimes getting the volume right means choosing another go-to strength or recognizing that the venue or situation is calling for a different strength altogether — one that may not be as natural to you and may need to be developed.

An important part of getting the volume right isn't just about turning our strengths down when necessary but making sure we have the right strength applied at the right time and in the right situation. ●

Practice 12:

Extend Trust

Simply put, when it comes to relationships, trust matters. In fact, it's essential. This practice is not only about trust being a belief in someone, it's also about putting that belief into action. Trust, to be fully realized, must be extended to others.

The majority of relationship snags are rarely caused by people trusting too much; they're caused by people trusting too little. Many factors contribute to people being distrustful of others, such as our family or our cultural and social conditioning. What we hear, read or watch can breed more fear than trust, and can work to shut down a natural, trusting heart. But the most common reason we mistrust is because of past negative experiences.

If someone has burned us in the past, it's easy to jump to the conclusion that no one should be trusted. It can negatively color our perceptions when we meet someone new, and if the propensity not to trust runs deep, it may justify our ongoing disassociation and mistrust of people and their motives. Of course, maintaining an element of caution is vital to living safely and securely. Living at either end of the trust continuum can make life difficult for ourselves and those around us.

So, how do you know whether or not you should extend trust? In general, the best approach is always to start with a high propensity to trust, then follow it up with three quick assessments. It's a combination of using both your head and

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your heart. Assess the situation, assess the risk and assess the credibility of the person to whom you're extending trust.

If the risk is relatively low and the credibility of the person is high, by all means, extend trust. If the risk is high and the credibility is low, you may need to slow down the process, modify your plan and work with the person to increase his or her skills before you extend trust. In some cases, even when the credibility is solid, the risk may be too high to immediately extend trust. ●

Practice 13:

Make It Safe to Tell the Truth

We all know how hard it is to give ourselves feedback, but it can be overwhelming, even paralyzing, to get it from someone else. If we see feedback as something useful that can support our process of getting better, perhaps we won't be so threatened by it. Knowing how to receive feedback and when to invite it in, or respectfully hear it but choose no action, requires careful self-examination.

Self-awareness is not just about examining ourselves. It's also about recognizing that we have blind spots and considering others' perspectives. Sometimes in our desire to protect ourselves, we defend, deflect or even ignore input from others that just might make our relationships significantly better. It may be tempting to avoid seeing our faults and blemishes, but without such insights, we're robbed of the chance to learn and grow.

If you recognize that you might *not* be making it safe for others to tell you the truth, here are four ways to make it safer:

Assume good intent. While you can't guarantee that everyone has your best interest in mind, you're far more likely to generate good will and build trust if you assume they do. Choose to believe that people are doing the best they can and that they sincerely want you to succeed. Remember, people who have mustered the courage to give you feedback often are feeling as vulnerable sharing it with you as you are receiving it. They are momentarily risking the security of the relationship.

Ask for feedback. Recognize that how we ask for feedback can shape the feedback itself and how others choose to give it. A surprise visit or request is not the ideal way in which to get someone to tell you what you may need to know and hear. A more effective approach — especially if it's the first time you've asked for feedback — is to let the person know beforehand that you'll be asking for feedback later. Vague questions like, "How did I do?" make it very difficult for people to respond with anything meaningful. Ask people to share specific things you could

do to improve and to phrase it in terms of behavior or language you might use in the future.

Evaluate the feedback. We don't need to act on every piece of feedback that comes our way. It's critical to be clear about the values we stand for and have a long-term vision of who we want to become so that we are prepared to compare someone else's truth against what we feel and know is most true for us.

Act on it. It doesn't do any good to ask for feedback if you have no intention of acting on it. While we don't need to implement every piece of feedback, not acting on feedback — or not explaining why we aren't going to act on it — is worse than not asking for it in the first place. While people may start to feel safe when you ask them for feedback, they will *know* they are safe when they see you take their feedback seriously. ●

Practice 14:

Align Inputs With Outputs

An input is what you put into a system to fuel a process, and an output is the result you obtain. Input, process, output. It's a useful framework for diagnosing why we get the results we get.

We can refer to outputs as *lag measures*, or the metrics by which we decide if something is successful. Lag measures show up at the end of a process; by the time they're visible, our ability to influence them has passed.

While it's human nature to get frustrated and focus on the lag measures when things aren't going right, it's best to turn our energy elsewhere. Instead of dwelling on the outputs, focus even more on the inputs, or what we call *lead measures*. Lead measures are the actions we take that add up to a lag measure.

While many inputs might contribute to the desired output, identifying the right inputs can make all the difference. Use the following steps to help align the right inputs with the results you desire.

- 1. Describe your desired output in the situation or relationship.** You can't chart a course to a destination if you don't know where it is you want to go. Think of it like a GPS — the more exacting you can be with an address, the more specific it can be in prescribing the route to take.
- 2. Describe your current reality.** In keeping with the GPS metaphor, we need both a starting point and an ending point to accurately chart a course. Spending time assessing your current reality also

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helps you uncover potential inputs worth examining and possibly changing.

- 3. Carefully examine your current inputs.** What things drive the current results you're experiencing? Inputs are not always intuitive. Consider carefully the paradigms you hold, your attitudes toward the people you work and live with, the behaviors you are modeling (or not modeling) and how others might evaluate you.
- 4. Try a new and more effective input.** Seemingly complex problems can often be dramatically improved by finding the one or two inputs that matter.
- 5. Analyze the result.** Everyone fails, but how we consider that failure can make all the difference. Be objective and thoughtful as you consider the results you're getting, and accept that with each trial and error comes an opportunity to get better.

While there are countless inputs that contribute to our relationships, the 15 practices described here are those that have proven to be foundational and of the highest leverage. Implementing even one can be pivotal in repairing a ruptured relationship, restoring trust or strengthening an already solid relationship. Identifying which of these practices you can use as high-leverage inputs holds the potential to improve even the most stubborn relationship pitfalls. ●

Practice 15:

Start With Humility

Above all other character qualities, humility is foundational. Those who are humble have a secure sense of self; their validation doesn't come from something external but is based on their true nature. To be humble means to shed one's ego because the authentic self is much greater than looking good, needing to have all the answers or being recognized by one's peers. As a result, those who have cultivated humility as an attribute have far greater energy to devote to others. They go from being consumed with themselves (an inner focus) to looking for ways to contribute and help others (an outer focus). Humility is the key to building solid character and strong, meaningful connections.

Humility has the power to influence nearly every aspect of your personality. Consider self-control, a trait that is seemingly unrelated to humility. Can humility serve to increase willpower? Researchers conducted a study to answer that very question.

The results of the experiment led to a remarkable conclusion: people in a humble state of mind are better

at self-control. The same set of researchers found that humility can also lead to greater physical stamina and an increased ability to persevere when the going gets tough. And if that's not enough, other researchers went on to find a link between humility and being able to hang on to self-esteem in times of failure as well as an increased ability to develop stronger social bonds.

As you can see, humility is far from weakness. It allows us to push aside pride, ego and selfishness while lifting nearly every other important virtue to greater heights.

Humility in the Workplace

When talking about work, we rarely use the word humility. It's like people are afraid to talk about it, as if it were the enemy of what it takes to be noticed, promoted and to succeed. To be humble is to be willing to fail in the pursuit of a noble goal. Without failure, innovation stalls. Humility allows us to strip away our ego, to suppress the need to be visibly right at every turn and to take the longer view.

Although this section comes at the end, it's titled "Start With Humility" because every practice illustrated benefits from obtaining, cultivating and being mindful of this foundational attribute. And while starting with humility is key, revisiting and recalibrating your humility on a regular basis is equally important.

When things become difficult, our tendency as human beings is to find a way out, to head for the exit and move to another room. That might take the form of changing jobs, abandoning associations or even dissolving marriages and long-standing family ties. These endless "exit strategies" imply that we see external forces (other people and circumstances) as the source of our problems and the means of escape. Yet, we all have the ability to take the focus off the things outside of us (the room and those who occupy it) and move it inward. This internal focus or self-reflection starts with humility. It's the way we begin to get better and strengthen each and every relationship we have. ●

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Summary: *The 8th Habit* by Stephen R. Covey. To thrive, excel and lead in the Knowledge Worker Age requires a push beyond effectiveness to greatness. Leadership guru Stephen R. Covey explains that the crucial challenge is to find your own voice and inspire others to find theirs.

Webinar: *The 5 Key Actions to Creating Smart Trust* by Stephen M. R. Covey. Stephen M. R. Covey explains that trust has become the critical competency for individuals, teams, organizations and even countries. Learn to develop the judgment to recognize and extend Smart Trust deliberately so that you can enjoy greater prosperity, energy and joy in all dimensions of life. Smart Trust enables you to operate with high trust in a low-trust world by minimizing risk and maximizing possibilities.